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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chairman, CIA Career Council

DATE: 2 NOV 1955

FROM : Director of Training

SUBJECT: Addition to the New Fitness Report

1. I do not concur in Change No. 2, as indicated in the attached document.

2. The Fitness Report pertains totally and exclusively to the performance of the individual on the job to which he is assigned. If, at the time he is completing the Fitness Report, the supervisor's thinking is contaminated with considerations pertaining to the need for the job, both aspects will suffer. Past experience with fitness reporting has indicated that objectivity and fairness of reporting are difficult even under the most ideal circumstances. To introduce deliberately a consideration of this sort would probably give inaccurate information on the need for current jobs and tend also to obscure the individual's actual performance record. If the job were marginal, supervisors might be induced to protect the man by inflating his performance. On the other hand, if the performance were marginal, the supervisor might be more induced to declare the job unnecessary. The interaction of these factors is obviously complex and subject to many unknown hazards.

3. If it is desirable to determine the need for certain current jobs, it would seem that other, more appropriate, methods could be devised.


MATTHEW BAIRD

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Enclosure
Concurrence Sheet

DOCUMENT NO. _____
NO CHANGE IN CLASS. ☐
~~RECLASSIFIED~~
CLASS. CHANGED TO: TS S C
NEXT REVIEW DATE: _____
AUTH: HR 10-2
DATE: 19/06/81 REVIEWER: 018995

MISSING PAGE

ORIGINAL DOCUMENT MISSING PAGE(S):

NO ATTACHMENT